

BCALA

The Building of
STRATEGIC PLAN 2016-2020

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GOODSEED STRATEGIES





Black Caucus of the American Library Association, Inc.

OVERVIEW:

- BCALA seeks to embark on the building of a new strategic plan that will guide the organization through 2020. The last strategic plan covered the years 2007-2011. The organization seeks to identify a comprehensive process that will leverage existing assets and stakeholders and activate its leadership and membership in the creation of a plan that can be easily implemented, is tactical, and allows for midterm evaluation and recalibration as necessary to support its fruition.

Collateral

- Existing 2007-2011 Strategic Plan
- BCALA Official Meeting Minutes
- Stakeholder Feedback
- Peer/Collaborating Organization Feedback
- Membership (Customer) Feedback
- Non-Member Feedback
- Current and Past Leadership Feedback
- Key Communications (Official/Unofficial:
Correspondence/Stories/Messages/Observations)





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Desired Outcome

(Begin with the End in Mind)

- **Completion of a Draft Strategic Plan by Annual 2016**
- Drafting Strategic Plan between February-May 2016
- Drafting Phase 3 – Editing throughout Midwinter 2016
- Drafting Phase 2 – Solidification of Goals and Tactics by November 2015
- Drafting Phase 1 – Identification of Strategic Themes by October 2015
- Information Gathering Phase 3 – Organizing Major Opportunities and Urgencies into Themes by Fall 2015
- Information Gathering Phase 2 – Review of progress and Continued Sourcing of Major Themes during Summer 2015
- Information Gathering Phase 1 – Sourcing of Major Themes by February 2015
- **Planning Process Commences – Review of Goals, Finalization of Process, Inventory of Collateral by Midwinter 2015**

Strategic Planning Best Practices per the American Quality and Productivity Center's analysis of strategic planning processes of 45 leading corporations:

1. Set "Stretch Goals" that accelerate or improve performance and require operational shifts
2. Utilize a "Continuous Improvement" approach to guide planning design
3. Create a planning process that is flexible and evolutionary in nature so as to embrace new opportunities and absorb new challenges
4. Ensures that both the communication of the strategic planning process and the resulting plan is a formal and principal part of the process
5. Documents feedback and source material as planning "artifacts"
6. Creates a document that has both a conceptual strategic plan to drive organizational decision making as well as an executable action plan to drive ground-level work
7. The resulting strategic plan serves as the organizing element in the organization's management system and as such directly influences and informs other organizational functions (finances, leadership and membership development, governance, work initiatives, etc.)

There are Many Strategic Planning Approaches



- Vision- or Goals-Based



- Issues-Based



- Alignment or Compliance



- Scenario-Based



- Self-Organizing



- Opportunity or Improvement (Kaizen)

More about Kaizen Planning



What Is Kaizen?

Kaizen (Continuous Improvement) is a strategy where stakeholders at all levels of an organization work together proactively to achieve regular, incremental improvements to the manufacturing or building process. In a sense, it combines the collective talents within an organization to create a powerful engine for improvement.

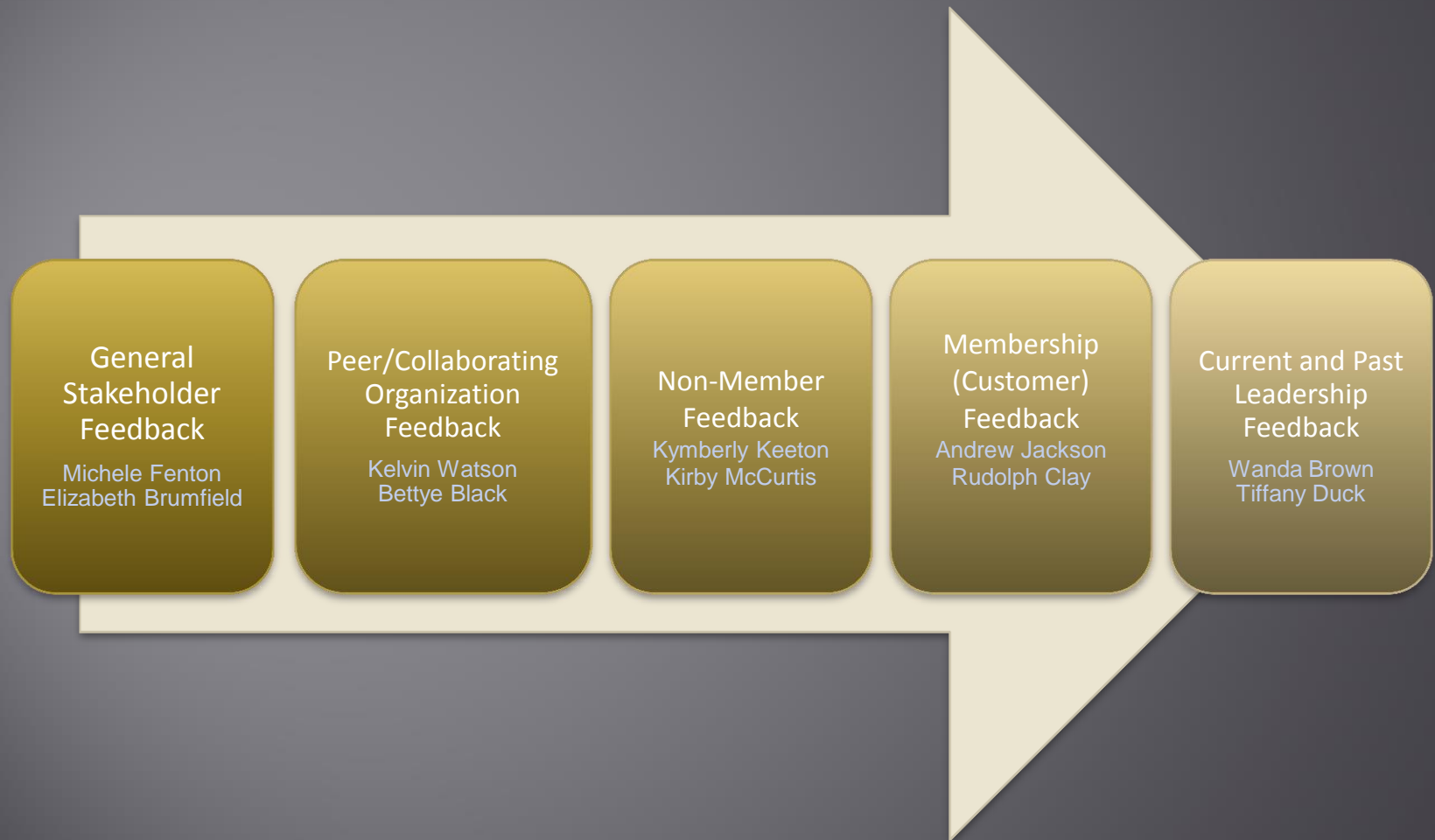
Part Action Plan and Part Philosophy

- As an action plan, Kaizen focuses on improving specific areas within the organization. These strategies bring together and involve teams across the organization with a strong emphasis on linking managerial practice with and to direct services
- As a philosophy, Kaizen is about building a culture where all stakeholders are actively engaged in suggesting and implementing improvements to the organization.

Kaizen works hand-in-hand with Standardized Work. Standardized Work captures the *current* best practices for a process, and Kaizen aims to find improvements for those processes.

(adapted from <http://www.leanproduction.com/kaizen.html>)

Gathering Feedback (Focus Groups and Survey)



Missing Stakeholders? And Assignments



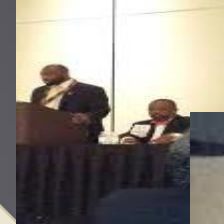
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Feedback

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Membership
(Customer)
Feedback

Current and Past
Leadership
Feedback



Often the most Effective Planning Begins with the Questions You Ask, Rather than the Answers You Seek

Suggested Reflective Questions

Values

1. What do we value?
2. Based on our values, where do we want to be several years from now?
3. How do we transform our values into action?

Goals

1. What is our purpose?
2. What do we hope to accomplish?
3. How do we prioritize our goals?

Strengths, Weaknesses, Opportunities, and Threats (SWOT)

1. What do we see as our strengths?
2. What do we identify as weaknesses?
3. What opportunities do we have or want to create?
4. What threats do we face now or in the near future?

Intentional/Backward Design

1. Where do we want to be and what do we want to have achieved years from now?
2. What milestones should we set to track our progress?
3. What inputs and outputs are needed in order to create our intended outcomes?

Drivers and Roadblocks

1. What structural, personnel, and cultural forces are supporting change?
2. What structural, personnel, and cultural forces are blocking change?
3. How do we increase drivers and decrease roadblocks in order to move forward?



Parking Lot Issues and Concerns





Questions/Next Steps...